Measures of Performance (MOPs)

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MOP Champions

Measures of Performance
How We Got Here

- Aug 2004 - SG published 5 priorities for Navy Medicine

- In 2005:
  * Focused on developing clear Navy Medicine strategic direction and creating a results-focused organization
  * Realigned Headquarters; realigned Navy Medicine to 4 Regions
  * Selected the *Measures of Performance* methodology to ensure organization alignment (horizontal and vertical) and determine our success

Measures of Performance

What are MOPs (a.k.a. whole goals) and why are they at the heart of our process?

- Strategic Measures of Performance
  - * Align to CNO guidance, encompass SG priorities and strategic intent
  - * Enable us to take the next step to increased focus and measurability
  - * Articulates what we must achieve
  - * When achieved, indicate Navy Medicine's successful operation
- Proven process:
  - * Selected by and taught at the Executive Business Courses
  - * Currently employed by DoN CIO, NetWarCom, SUBFOR and several private sector corporations

Measures of Performance

What are MOPs (a.k.a. whole goals) and why are they at the heart of our process?

- Formality ensures unquestionable organizational performance focus
- Achieves indisputable results - measurable and verifiable
- *Whole* goals – objectives (the effect I want) *and* restrictions (the side effects I don't want)
- Articulates effects (results) – not trying to create measures for everything we do
- *Role-based* – keeps the focus despite inherent position turnover
- Achieved by cascading accountabilities – creates vertical and horizontal alignment and supporting contributions from whole organization

Measures of Performance

What's the process and where are we in the process?

- Aug 2005 – key flag-level leadership participated in a 2-day off-site, supported by ELG, developed 7 Tier I MOPs
- Now working on the "cascade"
  - Tier I are measures of performance at the highest level - SG/DSG
  - End Feb, next off-site to work through Tier I strategies, begin Tier II MOP development and identify Tier II owners
  - Tier II are the first cascade down to the next level: these MOPs clearly define and align accountabilities directly supporting the leadership MOPs
  - Tier II work complete in April/May
  - Cascade from Tier II to Tier III, ensuring solid foundation for direction and accountability
- And so it goes….*Got questions – CAPT Ellen Quisenberry, 202.762.3840, mequisenberry@us.med.navy.mil*